



SI - COMMUNICATION

Prepared

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MANUAL

FOR ENTREPRENEURS WITHOUT FORMAL EDUCATION IN ECONOMICS

- The road to the pond -

Chinese proverb:

"Do not give fish for lunch to the hungry, but teach him how to fish"

Appendix from the author:

"Even if someone is not interested in fishing, he still deserves to be brought to the pond."



FOREWORD

This manual has been prepared within the project "Entrepreneurs Club" implemented by the Association "RCC spectar" - Kriva Palanka and "Bulgarian Management Association" - Blagoevgrad, funded through the IPA Programme for cross border cooperation Macedonia-Bulgaria. It presents the available ways for supporting the unemployed for entrepreneurship and for starting their own businesses.

The purpose of publishing the manual is to ensure that it becomes available to a wider group of unemployed people in the municipality and the region, and to be used as a resource by those who will decide to walk the path of entrepreneurship.

The manual is intended for those who want to change their unemployed status by taking some of the responsibility for their own employment through acquiring entrepreneurial skills and starting their own businesses.

From the project team

Metodi Cvetkovski



CONTENTS

FOREWORD	2
INTRODUCTION	5
1) THE RIGHT TIME FOR YOU (entrepreneur)!	5
1.1. Three reasons to start a business today!	6
1.2. Support for your career entrepreneur?	6
1.3. Types of support to SMEs in Republic of Macedonia?	7
1.4. Differences between employee and self-employed?	7
2) THE SUCCESS IS PREDICTABLE AND IT IS YOUR PERSONAL CHOICE	8
2.1. Skills of an entrepreneur - Invest in yourself!	8
2.1.1. Don't wait for a job – create it!	8
2.1.2. Become an owner today	10
2.1.3. Resume of your experience – Write a CV	10
2.2. Begin the road of entrepreneurship	13
2.2.1. Characteristics of the Entrepreneur	13
2.3. Choose a Business Idea	14
2.3.1. Identify an area that interests you	14
2.3.2. Where are the business ideas?	15
2.3.3. Take solutions (products / services) for the needs of others!	15
2.3.4. Who will buy your product?	16
3) BUSINESS PLAN	16
3.1. Why the plan is so important for your business	16



3.2. Visit the seminar for Business Plan	17
3.3. Be part of a business competition event	17
4) CONTACTING A SOURCE OF FUNDING FOR BUSINESS PLANS	18
4.1. Government programs	18
4.2. Donor programs	19
4.3. Banks and financial institutions	22
5) NETWORKS OF INSTITUTIONS FOR SUPPORT	26
5.1. Agency for supporting SMEs and Entrepreneurship	26
5.2. Municipal offices for local economic development	27
5.3. Consultants	28

TABLES

Table 1 Types of support for entrepreneur career	6
Table 2 Types of support to the private sector in Macedonia	7
Table 3 Comparison between employed and self-employed	7
Table 4 - SWOT analysis as a tool for identifying a business idea	14

Figures

Figure 1 Key elements of entrepreneurship	13
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ANNEXES	30
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- 1) Entrepreneurship in the EU
- 2) Business and Financial Plan



INTRODUCTION

Most people have trouble finding a job. Unemployed is a person who is unable to share his work and knowledge with an employer, enterprise or other organization for an appropriate compensation. One of the factors to overcome this situation is to develop the entrepreneurial spirit of the individual, in order to take responsibility for their own employment by starting and developing their own business.

Therefore, in developed countries, the entrepreneurship constantly supports various programs on several levels, but practice shows that entrepreneurial skills are not inherited traits, and can also be learned and developed. The knowledge and skills are continuously improved and simplified, in order to create and implement entrepreneurial initiatives.

Good practice suggests that an individual's success as an entrepreneur is much faster if provided assistance, information and guidance, in the process of transformation from an unemployed to entrepreneur with his own business. The assistance usually begins with providing a favorable business environment, continuing to provide forms of acquiring knowledge for planning and running a business, and ends with a financial support and access to new markets

The career development as an entrepreneur encompasses three states of the individual: starting with learning about entrepreneurship, establishing their own business and business growth. This manual includes information on crossing the path of learning and encouragement for starting a business, and forming their own company.

The content is organized into three parts:

The first part presents the available types of support for self-employment that exists in Macedonia and Bulgaria, in order to encourage this way of solving the existential problems.

The second part includes steps on how the unemployed acquires entrepreneurial skills, business planning and forming their own company in order to create jobs and generate revenue sources.

The third section includes information on the supply of funds for running the business and the existing network of institutions that offer support for growth and development of SMEs.

The material is designed in a way "step by step" to guide the individual through the questions that every entrepreneur must face. The main goal is to present the "mindset" that will help you plan, start and run your business.

1) THE RIGHT TIME FOR YOU (entrepreneur)!

About 10,000 people a year in Macedonia set out on the path of entrepreneurship, and 3,500 to 4,000 of them form their own company. This is a time of opportunity for involvement in the 200,000 self-employed and 50,000 small and medium enterprises in the Republic of Macedonia.

Using the talents and capabilities of a particular business, is a decision for greater freedom and flexibility that comes from



self-employment. Thus, regardless of your age, now is the most appropriate time for your business ideas to become reality.

1.1 THREE REASONS TO START A BUSINESS TODAY!

- Low costs to start- for most of the new businesses, a budget of 300-500 euros is needed, as it is sufficient to create only a website and an interesting product or service that will be offered on the market
- Internet technology - allows to reach customers anywhere in the world, and to maintain constant contact with them through social networks
- High level of support from the surrounding- when you start a business, you are not alone. There is a plenty of support from government programs, donor programs and training institutions that follow you in your needs and requests

For more reasons on why to start your own business and become an entrepreneur, refer to Annex 1 Entrepreneurship in Europe

1.2 SUPPORT FOR YOUR CAREER of an entrepreneur?

In the process of self-employment, you can be put under one of the following conditions:

- unemployed, jobless and without an idea of how to solve the problem
- unemployed, but with a decision to start your own business
- beginner – with a registered enterprise, and an already created offer of its products and services
- self-employed in your own company for more than two years

The available support for each of these situations applies to acquiring knowledge, access to information, providing space, consulting support, access to markets and providing finances.

The type of support that you can use on the path to successful entrepreneur is presented below:

Table 1 Types of support for the career of an entrepreneur

<i>Unemployed</i>	<i>Plan for Business</i>	<i>Beginners</i>	<i>MS after 2 years</i>
<u>Seminars:</u> - building self-confidence - choice of an idea	<u>Seminars:</u> - creating a business plan - market information	<u>Incubator:</u> - location - advice / information - contacts	<u>Support :</u> - financial - technical - contacts / lobbying
<u>Advice:</u> - support offer - choice of an idea	<u>Advice:</u> - registration and - necessary permits	<u>Financing:</u> - guarantee fund - credits, loans	<u>Promotion:</u> - contacts - fairs - Internet
<u>Advice:</u> - support programs - institutions for support	<u>Advice:</u> - financing - market	<u>Support:</u> - financial - technical	<u>New markets:</u> - research - funding



The usage of these forms of support in most cases is not related to financial expenditures (they are free of charge). All you have to do is **invest some time so you can exploit them effectively and efficiently.**

1.3 Types of support of Small and Medium Enterprises in Republic of Macedonia?

The support of the private sector in RM is divided in:

- Non-financial services (technical support) with an aim of training the private sector (SMEs) to achieve better market success (creating quality product/service, more efficient operation, greater sales, bigger profitability, new markets, export)
- Financial services that borrow financial capital, for realization of the plan to start and develop a particular business

Table 2 Types of support of the private sector in RM

QUALIFICATION FOR A BETTER MARKET SUCCESS	BORROWING FINANCIAL CAPITAL
1. Non-financial services (technical support) 1.1 Forms: <i>Trainings, contacts, projects/studies, lobbying, grants, advices</i> 1.2 Fields: <i>technology/production, market, marketing, management, sales /export</i> 1.3 2011 y . Amount : <i>1,4 million euro</i> 1.4 2012 y .Amount: <i>1,95 million euro</i> 1.5 2013 y . Amount: <i>ca. 2 million euro</i>	2. Financial services 2.1 Forms: <i>Loans, grants, investments, guaranties</i> 2.2 Use: <i>Machines equipment, working capital, guaranties, export insurance, venture capital...</i> 2.3. 2011 y. Amount: <i>52,7 million euro</i> 2.3. 2012 y. Amount: <i>100 million euro</i> 2.3. 2013 y. Amount: <i>ca. 150 million euro</i>

1.4. Differences between being employed and self employed?

If you are still undecided, take a look at the essential differences between an employed and self employed individual

Table 3. Comparison between being employed and self employed

Abilities	<i>Employed</i>	<i>Self employed</i>
Offer:	- effort, expertize, skill	- meeting needs
Sale:	- working time, knowledge	- product/service
Gain:	- salary, K-15, bonuses, rewards	- income, profit
Seek:	- safety, recognition	- market, buyers, idea
Have:	- job	- enterprise
Build:	- career	- personal relations with people
Community contribution	- income taxes, income contribution	- value added taxes, property taxes, profit

All these benefits and you still refuse to run your own business? The next section of the manual will give you information and support that can help you become a successful entrepreneur.



2) THE SUCCESS IS PREDICTABLE AND IT IS YOUR PERSONAL CHOICE

Even though everyone understands success differently, eventually, it ties down to getting what you want. Therefore, the basic key of success is the willingness to pay its price.

Business is an exchange (buying and selling) of values, products, services, information, knowledge etc. Behind every product/service there is a price, or a cost of production.

The price of success in business is possessing entrepreneurial skills, which are not inherited, but rather learned. The most valued skill of the entrepreneur is the ability to think, take action and achieve results.

Are you ready to pay the price and learn the skills of an entrepreneur?

2.1 SKILLS OF AN ENTREPRENEUR – INVEST IN YOURSELF!

Every single person is connected to an economic activity on a daily basis. Some individuals take initiative on their own, while others expect someone else to involve them. The first ones are called entrepreneurs, people ready to risk the result of a certain economic activity, whereas the latter ones are called employed.

In today's time of rapid changes, three crucial things are expected from you: 1) do not regret and accuse yourself for the past experiences; 2) change yourself constantly and 3) love what you do.

2.1.1 DON'T WAIT FOR A JOB-CREATE IT!

The desire to work is a belief that you can live better, as well as an assurance that you are capable to work. However, take a look at yourself and reconsider your attitudes towards the work.

TEST 1 ATTITUDE SEARCHING

The list below includes statements associated with your attitude. Read each statement. Decide how often the statement describes you.

1. Choose **0** if your answer is NEVER.
2. Choose **3** if your answer is RARELY.
3. Choose **5** if your answer is UNCERTAIN.
4. Choose **7** if your answer is IN MOST CASES.
5. Choose **10** if your answer is ALWAYS.

At the end of the line, write the number you chose. For example, if you chose 5 in the first statement, write it on the line. Make sure that you have written a number on each line.



- I want to work	0 3 5 7 10	1. _____
- I want to help	0 3 5 7 10	2. _____
- I agree with others	0 3 5 7 10	3. _____
- I want to learn new things	0 3 5 7 10	4. _____
-When I can't do something at first, I try again	0 3 5 7 10	5. _____
- If I make a mistake, I admit it	0 3 5 7 10	6. _____
- When someone points out my mistakes, I listen and try to correct them	0 3 5 7 10	7. _____
- When I don't know something to do, I ask for help	0 3 5 7 10	8. _____
- When someone tries to help me ,I accept the help and show gratitude	0 3 5 7 10	9. _____
- I try not to be late	0 3 5 7 10	10. _____
- I take care of things that other people allow me to use	0 3 5 7 10	11. _____
- As soon as I find out my task, I start to execute it	0 3 5 7 10	12. _____
-I try to keep my promises and do what I have promised	0 3 5 7 10	13. _____
- If I have a problem, I try to talk to someone who can help me	0 3 5 7 10	14. _____
- I am try to respect the rules	0 3 5 7 10	15. _____

CALCULATE YOUR RESULT

What is the grade of your attitude?

_____	Excellent
_____	Good
_____	Sufficient
_____	Insufficient

Self assessment

Personal assessment of your working values

121-150	Excellent
91-120	Good
61-90	Sufficient
0-60	Insufficient



TEST 2 INDIVIDUAL STYLES OF MANAGEMENT

Take a test on your decision making and executing style. This can be done on the following link: <http://ripni.weebly.com/>
Follow the instructions and discover the characteristics of your decision making process, and the criteria for achieving your goals.

2.1.2 BECOME AN OWNER TODAY

Acquiring an ownership of your time "TODAY" is a precondition for self-employment. Individuals who can't be owners of their time, certainly can't be owners of a private business.

Do the exercise TODAY, write in the table how you spent your day as an entrepreneur. What were you doing, what time and what the result of that action was, did you earn money in your pocket or you spent money.

Date	Description of the activity-Action	Money IN, + (plus)	Money OUT, - (minus)
7,00			
9,00			
11,00			
13,00			
15,00			
17,00			
19,00			
21,00			
Total			

2.1.3 RESUME OF YOUR EXPERIENCE – WRITE A CV

Focus on your past experiences and recognize the working tasks you know how to do. Compare your biography with the current offers of job positions and decide if you wish to wait for a job, or you wish to become an entrepreneur and provide a self-employment to yourself.

CURRICULUM VITAE (CV)

I. Personal data

1.Name and Surname:

2. Date/Place of birth:

3. Address:



4. Phone number:

5. E-mail:

6. Marital status:

7. Nationality:

II. Education

Name of educational institution	Duration/completion period	Diploma / department

III. School certificates, awards and scholarships

Name of the institution that awards	Year	Certificate, award, scholarship

IV. Other qualifications

- Knowledge of foreign languages

Language	1	2	3	4	5

[Please rate with a score of 1 (poor) – 5 (excellent)]

- Computer skills:

	1	2	3	4	5
Knowledge:					
MS Word					
MS Excel					
MS Power Point					
MS Access					
MS Outlook Express					
Photo Shop					
Corel Draw					
Auto CAD					
Internet					
Other: _____					



- Attended seminars, trainings for improvement, student residences abroad etc. / certificates

Seminar/ Workshop	Period (from - to)	Certificate

- Membership in professional / interesting organizations

Organizations / Institution	Period	Activities

V. Work experience

(project work , contract work, part-time, volunteering / internships / etc.)

Name of company / Institution	Period (from-to)	Job position

VI. Which are your specific prominent skills ?

VI .1. Driving license Yes No

VII . Hobby

Note: Pay special attention to your hobby. It is the work performed without expectations for achieving a prize (fee). Your hobby is the easiest way to convert into a successful business.



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For more on career planning refer to Annex 2 - Setting objectives and choice of employment

2.2 BEGIN THE ROAD OF ENTREPRENEURSHIP

To begin and sustain any business, there are at least 5 necessary components:

- Entrepreneur - a person who will lead the business and will be responsible for its success
- Business idea - that will be valuably exchanged with (sold to) other people
- Product or service as a solution to the needs of others
- Potential buyers: people who are in need for that specific product / service
- Business plan - how to organize operations
- Financial plan – what to invest in the business and how the investment would return

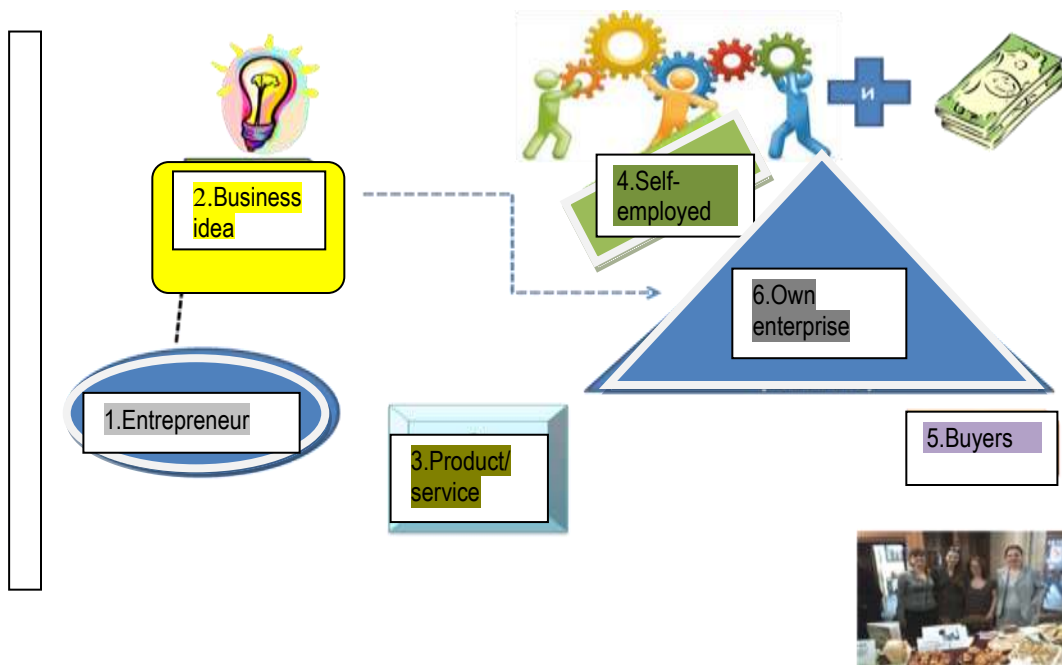


Figure 1 Key elements of entrepreneurship

2.2.1 CHARACTERISTICS OF THE ENTREPRENEUR

Entrepreneur is a person willing/eager to risk the result of the conducted economic activity- business.

Therefore, the entrepreneur will have traits and behavior distinguished from others. Check if you own some of the important characteristics of the entrepreneur. Check (✓) the ones you see in yourself:

- Looks for information
- Sets goals
- Insists on consistent quality and efficiency
- Fulfills agreed responsibilities



- Persistence, determination
- Seeks opportunities
- Power of persuasion and communication, building a network of contacts
- Self -confidence
- Systematic planning and analysis
- Taking preconceived, calculated risk

2.3 CHOOSE A BUSINESS IDEA

The entrepreneur has a business idea. The chances of success are perceived through its development and the possible risks are calculated as well.

The SWOT analysis helps to reach an idea for a business. Use the analysis to find out your advantages for a particular business and choose a business idea that brings you the most chance of success. Table 4 helps apply this tool:

Table 4 - SWOT analysis as a tool for identifying a business idea

<p><u>Strengths</u></p> <p>What knowledge do you possess? What abilities / skills do you have? What is your hobby? What means do you have? (premises, tools, equipment) What is the best way to use them? What business ideas can you use them for?</p>	<p><u>Weaknesses</u></p> <p>Which of your weaknesses would interfere with the selected business ideas? How to eliminate them? Suppress them or fix them with training</p>
<p><u>What are the possibilities</u></p> <p>What are the social changes that create opportunities for new businesses? What will be required on the market? What is done in other countries? What could you use from all of this?</p>	<p><u>What are the threats</u></p> <p>Are there environmental threats? What can harm an idea? Can a threat be an opportunity? How to avoid them?</p>

2.3.1 Identify an area that interests you

There are many areas with a need of new ideas such as agriculture, food, transport, housing, trade, services, Internet marketing and many more. Identify what it is that interests you and go to that area to look for business ideas.

More Annex 3 –More on business idea development at: <https://www.youtube.com/watch?v=DmCl6OgO8mM#t=25 A>



2.3.2 WHERE are the business ideas?

Entrepreneurs usually come up with a business idea through the following ways:

- Human imagination
- Your hobby
- Your current or past employment
- Market trends
- Fairs
- Magazines
- Innovators
- Universities and other institutions
- Conversations with friends

If you are unable to identify a business idea on your own, visit the seminar on development of business ideas by the Entrepreneurial Club Kriva Palanka. You can find information on the seminar's content (see Annex 4) on the following link:

http://ripni.weebly.com/uploads/4/9/7/5/4975087/manual-vodic_-_priracnik_za_razvoj_na_biznis_ideja.pdf

2.3.3 HAVE Solutions (products / services) for the needs of others!

What is exchanged is not a business idea, but a product / service that is offered. The product / service is what is being exchanged for money? If there is no product, there is no business.

The products are created through hobbies, recipes, testing with friends and listening to their comments.

Most new businesses do not start with a new product, but with an already known, modified or promoted product; you can have a business also if you offer an improved product / service. To create your product, answer the following questions:

1. Name / brand: _____
2. Description :
3. Purpose:
4. Content:
5. Technology – process of creating (production) of the product / service
6. How is it measured



7. How to use

8. Price

More on creating a good product: <https://www.youtube.com/watch?v=DmCl6OqO8mM#t=25>

2.3.4 WHO WILL BUY YOUR PRODUCT?

Customers are people who use your product. It depends on them whether the business will be successful. Buyers are those who bring the income in the business.

Think about your customers' profile and:

- How to recognize according to age, education, purchasing power – incomes or something else.
- Where are the buyers, when do they buy and how do they behave when buying a product (using the same examples)

If you are unable to identify a business idea, product and potential buyers, visit the seminar on development of business ideas by the Entrepreneurial Club SPECTAR- Kriva Palanka. You can find more information on the seminar's content on the following link:

<http://ripni.weebly.com/uploads/4/9/7/5/4975087/manual-vodic-priracnik-za-razvoj-na-biznis-ideja.pdf>

Annex 1 of this manual are the materials from the three-day seminar for development of business ideas, after which the participants have developed their own business idea.

3 Business Plan

The business plan includes a description of your business's future. You write what you plan to do and how you plan to achieve that.

3.1 WHY IS THE PLAN VERY IMPORTANT FOR YOUR BUSINESS

Starting and leading a business is associated with taking risk. How can the risk be reduced? The key for minimizing the risk is knowing more about the future, thus, planning and gathering necessary information, in order to make right decisions in the business. This is the main reason for developing a business plan!

A business plan is:

- the level of feasibility of the idea offered and the entrepreneur's ability to realize this idea
- opportunity for measuring the business's success
- important means by which the entrepreneur presents to investors – banks open for credit funds, financial assets
- assumptions for the financial consequences of the business



3.2 VISIT THE SEMINAR FOR BUSINESS PLAN

If you need help in presenting your business idea as a visible concept of how you plan to lead it, visit the three-day seminar on writing a business plan. It covers the following topics:

- ❑ Session 2.1. **Administrative data for the business plan** - three hours of work, including topics such as: social role and importance of the business plan; Content of the business plan, information on the business leader and business objectives.

The first session ends with defining the participants' company and the business objectives.

- ❑ Session 2.2 **Positioning on the market** - 5 hours of work on the following topics: customers' needs; determining the scope of the market; selection of market segments; vision for the market and the business: products; production plan and plan of the business organization
- ❑ This session ends with the creation of a marketing plan.

More at: <https://www.youtube.com/watch?v=vTdQbSmdLv4>

- ❑ **Session 2.3. Financial plan** - 10 hours of work on the following topics: contents of the financial plan; costs and prices; determining the profit / loss; balances and cash flow.

More at: <https://www.youtube.com/watch?v=MMdhSZNxFfs>

- ❑ At the end, the participant has calculations of the profit / loss in the business transactions; and a financial plan
- ❑ A detailed guide on the seminar and on writing a business plan can be downloaded from:

http://ripni.weebly.com/uploads/4/9/7/5/4975087/manual-vodic-biznis_-marekting_i_finasiski_plan.pdf

Annex 4 of this manual are the materials for the second seminar on writing a business plan, which contain a model of business, marketing and financial plan for establishing a new company.

3.3 BE PART OF A BUSINESS COMPETITION EVENT

The Entrepreneurial Club managed by the Association RCC Spectar-Kriva Palanka, organizes competitions for business plans of the participants in the training for entrepreneurship and business.

The purpose of the event is to encourage competitive spirit among the participants in the training, and through the application of acquired knowledge, to develop business plans on a previously selected business idea.

Specific objectives of the competition are:

- Encouraging teamwork among the unemployed in order to create a business plan and encourage presentation of business plans in public



- Implementation of the knowledge acquired during the training on entrepreneurship and business, in order to develop specific business ideas
- Presentation of awards to encourage the unemployed to open their own business and start self-employment

These events are divided in three sections:

- ➔ Assignment on a specific business case for developing a business plan
- ➔ Group work and presentation of completed business plans
- ➔ Voting and choosing 3 Best Business Plans

More information on the business competition: <https://www.facebook.com/groups/749496891767713>

4 Sources of funding for business plans

In order to finance your business idea, there is an offer of financing assets from banks, government programs, local projects and donor programs. See Annex 5 on the financial planning and Annex 6 information for financial and credit institutions.

4.1 GOVERNMENT PROGRAMS

A) Macedonia

- ❑ Employment Agency of the Republic of Macedonia, Project for Self-Employment, Str. Vasil Gjorgov 43.1000 Skopje, phone (02) 3298 297. <http://avrm.gov.mk/>
- ❑ Ministry of Economy, Program for competitiveness, innovation and entrepreneurship, Str. Jurij Gagarin br.15,1000 Skopje tel.02 3084470 http://www.economy.gov.mk/dokumenti/sektorski_programi/4142.html
- ❑ Department for cooperation with NGOs at General Secretariat of the government of RM http://www.nvosorabotka.gov.mk/index.php?option=com_content&task=view&id=20&Itemid=34

B) Bulgaria

- Operational Programme "Competitiveness"

<http://www.mi.government.bg/bg/themes-c180.html>

- PRSP (Program for Rural Regions Development)

<http://prsr.government.bg/>

The conditions for financing from these programs will be determined at the beginning of 2015, i.e. the programs for the new programming period 2014 to 2020 are not finalized.



4.2 Donor programs

- ➔ **European Bank for Reconstruction and Development** -Programme to support small businesses,
Address: Soravia Center, 7th floor, Philip II Makedonski No. 3, 1000 Skopje,
Phone: + 389 02/3297 800 <http://www.ebrd.com/pages/country/fymacedonia.shtml>
 - Financial products (loans, proprietary instruments, guarantees)
 - Calls for supplies
 - Business advices (local and international consultants)
 - Trade finances (Program for trade facilitation)

- ➔ **Macedonian Bank for Support Development**- Credit line for small and medium enterprises,
Address: "Dimitrie Cupovski" no. 26, 1000 Skopje, R. Macedonia,
Phone: +389-2-3115-844; + 389-2-3114-840, Credit Division-locals: 115,224, 123,225, 204,209
www.mbdp.com.mk
- ➔ Macedonian Enterprise Development Foundation, Program for financial services, Nicolas Parapunov 41, 1000 Skopje, +389 2 988 3088, <http://mrfp.org.mk/mk/>

- ➔ European bank for research and development-Program for SMEs support
Address: Соравиа Центар, 7ми спрат, Филип Втори Македонски бр.3, 1000 Скопје,
Phone: + 389 02/3297 800 <http://www.ebrd.com/pages/country/fymacedonia.shtml>
 - Financial products (loans, proprietary instruments, guaranties)
 - Calls for supplies
 - Business advises (local and international consultants)
 - Trade finances (Program for trade facilitation)

- ➔ **Macedonian bank for development support**-Loans for SMEs
Address: Dimitrie Chuposki street, 26 1000 Skopje , R. Macedonia
phone. 389-2-3115-844; +389-2-3114-840,
Lending sector-local:115,224,123,225,204,209 www.mbdp.com.mk
 1. **Lending**
 - Loans for export support-working capital for production oriented toward export and working capital for bridging the period between the exportation period and the payment



- Loans for SMEs-durable working capital and investments from different sources: ИКЛ-revolving, МБПР, ЕИБ, ЕИБ-revolving;
- Loans for supporting agriculture and agro-industry – primary agriculture, processing and export-support throughout commercial banks or directly through **Macedonian bank for development support**;
- Loans for micro companies- micro or small business, entrepreneurs, craft shops, private vendors, market stall and other micro and small enterprises;
- Loans for energetic -energy efficiency and renewable sources of energy;
- Loans for reduction of unemployment- creating and maintenance of jobs and self employment loan;
- Loans with guaranties- micro, small and medium enterprises that have no enough properties to ensure a loan from commercial banks;
- Loans for accommodation capacities- investment in micro, small and medium enterprises established in Republic of Macedonia, building and adapting of small accommodation capacities up to 70 beds at maximum 3 star capacity
- Loans for rest-home and kinder-garden- micro, small and medium enterprises established in Republic of Macedonia for building and equipment of capacities for seniors and kinder-garden
- Loans for the municipalities in RM- assets for applying for cross-border IPA program

2. Credit insurance of:

- home claims (before and after the delivery)
- export claims (before and after the delivery)
- from commercial and political risks

3. Factoring - is the latest product that is unique in the financial market in Macedonia.

Address: Dimitrie Chuposki street, 26 1000 Skopje , R. Macedonia,

Phone 389-2-3115-844; +389-2-3114-840,

Sector-lending local:115,224,123,225,204,209 www.mbdp.com.mk

➤ Macedonian Enterprise Development Foundation –

Adress :Nikola Parapunov 41, 1000 Skopje

Phone: +389 2 3088 988, <http://mrfp.org.mk/mk/>

- A program for financial services
- Promotion of Entrepreneurship - Research and Global Monitor
- Development Entrepreneurship- Entrepreneur of the Year and entrepreneurial events
- Partnerships for development of small enterprises

○ Support of strategic plans

○ Promotion of Female Entrepreneurship



 -  **IPA Cross-Border Programme CCI Number 2007CB16IPO007**

Project: ENTREPRENEURS CLUB- 2007CB16IPO007-2012-3-011



- Road to Career
- Towards Alternative Tourism
- Corporate Social Responsibility

Organizations that we are member:

- World Association for Research Entrepreneurship (WARE)
- Association of microfinance organizations (AMO)
- Civic Platform of Macedonia (CPM)

- Our websites:

- Global Monitoring for entrepreneurship - www.gem-macedonia.org.mk
- Corporate Social Responsibility - www.oop.mk

➔ **NCDIEL** -National Center for Development of Innovation and Entrepreneurial learn- designed as a center opened for innovative, technology-based and profit-oriented ideas

<http://www.ncdiel.mk/IndexEn.asp>

➔ **CEED Macedonia**- part of an international network of entrepreneurial centers operating in Southeast Europe. It deals with investment management,

Zagrebska street 28 Б 2/1, 1000 Skopje, RM

Phone: +389 2 3079 611, 2 3079 191, 2 3061 333, Fax: +389 2 3079 612

E-mail: ceed@ceed-macedonia.org

<http://ceed-macedonia.org/who-we-are/>

➔ **CEFE Macedonia** - Business services, Youth organization, Adult education

<https://www.facebook.com/CEFEMacedonia?fref=ts>

➔ **ERASMUS for young entrepreneurs** – European business network, financial support, exchange of knowledge. It is a cross-border exchange programme which gives new or aspiring entrepreneurs the chance to learn from experienced entrepreneurs running small businesses in other Participating Countries.

<http://www.erasmus-entrepreneurs.eu/>

➔ **YES** – Youth Entrepreneurship Strategies – <http://www.young-entrepreneurs.eu/>

The aim of the YES project is to contribute to European competitiveness and to accelerate regional economic growth through promoting the entrepreneurial mindset in the next generation.

➔ **European entrepreneurship foundation** – Accelerators, workshops, competitions

<http://www.europreneurs.org/>

➔ **EIP**- Entrepreneurship and innovation programme – Access to finance and business services for SME's, support for transnational networking and exchange of best practices.

http://ec.europa.eu/cip/eip/index_en.htm



- ➔ **Funding** – Loans and grants from the European Union - <http://www.eubusiness.com/funding>

Funds for startup companies

- ➔ **JEREMIE** – Initiative of European Union to support small and medium enterprises
http://ec.europa.eu/regional_policy/thefunds/instruments/jeremie_en.cfm
- ➔ **ELEVEN** – An accelerator and venture capital fund, providing mentorship, support, and the critical first round of investment for early-stage investments - <http://11.me/about-eleven/>
- ➔ **LAUNCHUB** - Fund based in Sofia (Bulgaria), which invests in digital startups companies in Southeast Europe - <http://launchub.com/>
- ➔ **START LABS** – Fund which provides funds to 50,000 USD and connects companies with mentors and investors from Western Europe and the US - <http://startlabs.rs/>
- ➔ **SOFIA Tech Park** – Technology Park in Sofia working on connecting local businesses and universities to increase innovation - <http://sofiatech.bg/en/>
- ➔ **TERES** – Investing in countries outside the EU area and pre-accession countries
Investing in companies with high potential of different sectors and technology.
Current interest for investing in gas services, internet and mobile telephony, software, games, education and energy efficiency.
Building a unique financial platform for business development in underdeveloped but promising regions.
<http://www.teres-capital.com/>

4.3 BANKS AND FINANCIAL INSTITUTIONS

A) Macedonia

Halk Bank

Adress: St. Kiril and Metodij 54
1000 Skopje
Phone.: + 389 (0)2 3240 800
Fax +389 (0)2 3296 330
www.halkbank.mk

NLB Tutunska banka

Adress: Majka Tereza street, 1
1000 Skopje
Phone.: +389 (0) 2 15 600
Fax +389 (0) 2 15 600
www.nlbtk.com.mk

Alfa bank

Adress: Dame Gruev street, 1
1000 Skopje
Phone.: +389 (0) 2 3251 900
Fax +389 (0) 2 3251 900
www.alphabank.com.mk

Eurostandard bank

Adress: Nikola Kljusev street, 6
1000 Skopje
Phone.: +389 (0) 2 3140 210
Fax +389 (0) 2 3140 210
www.eurostandard.com.mk



Capital Bank

Adress: Filip Vtori Makedonski street, 3/6,
1000 Skopje
Phone.: +389 (0) 2 3102 500
Fax +389 (0) 2 3102 500
www.capitalbank.com.mk

Komercijalna banka

Adress: Orce Nikolov street, 3
1000 Skopje
Phone.: +389 (0) 2 3168 168
Fax +389 (0) 2 3168 168
www.kb.com.mk

Ohridska banka

Adress: Orce Nikolov street, 54
1000 Skopje
Phone.: +389 (0) 2 3167 600
Fax +389 (0) 2 3167 600
www.ob.com.mk

Post Bank

Adress: Nikola Kljusev street, 6
1000 Skopje
Phone.: +389 (0) 2 3140 210
Fax +389 (0) 2 3140 210
www.postbank.com.mk

ProCredit Bank

Adress: Jane Sandanski street, 109a
1000 Skopje
Phone.: +389 (0) 2 2446 000
Fax +389 (0) 2 2446 000
www.procreditbank.com.mk

Stopanska banka

Adress: 11 Oktomvri street, 7
1000 Skopje
Phone.: +389 (0) 23295 295
Fax +389 (0) 23295 295
www.stb.com.mk

TTK Bank

Adress: Naroden Front street, 19 a
1000 Skopje
Phone.: +389 (0) 2 3236 400
Fax +389 (0) 2 3236 400
www.ttk.com.mk

UNI Bank- Universal Investment Bank

Adress: Maksim Gorki street, 6
1000 Skopje
Phone.: +389 (0) 2 3111 111
Fax +389 (0) 2 3111 111
www.unibank.com.mk

Central Cooperative Bank

Adress: 1732 street, 2
1000 Skopje
Phone.: +389 (0) 2 3249 300
Fax +389 (0) 2 3249 300
www.ccbank.mk

Ziraat bank

Adress: St. Kiril I Metodij street, 54
1000 Skopje
Phone.: + 389 (0)2 3240 800
Fax +389 (0)2 3296 330
www.ziraatbank.com.mk

Sparkasse bank

Adress: Naroden Front street, 17
1000 Skopje
Phone.: +389 (0)2 3225 991
Fax +389 (0)2 3225 992
www.sparkasse.mk

Macedonian Bank for Development Promotion

Adress: Dimitrie Chuposki street, 26
1000 Skopje
Phone.: +389 (0) 2 3115 844
Fax +389 (0) 2 3115 844
www.mbdp.com.mk



B) Bulgaria

Banks licensed in the Republic of Bulgaria

UniCredit Bulbank AD

Address: pl. St. Sunday № 7
1000 Sofia
Tel.: (+359 2) 923 2111
Fax: (+359 2) 988 4636
www.bulbank.bg

DSK Bank EAD

Address: Str. Moscow № 19
1036 Sofia
Tel.: (+359 2) 939 1220
Fax: (+359 2) 980 6477
www.dskbank.bg

United Bulgarian Bank

Address: Str. Sveta Sofia № 5
1040 Sofia
Tel.: (+359 2) 811 2330; 811 2800; 811 2235
Fax: (+359 2) 988 0822
www.ubb.bg

European Bank AD

Address: Str. Ring Road № 260
Sofia 1766
Tel.: (+359 2) 8166 000
Fax: (+359 2) 988 81 10
www.postbank.bg

Raiffeisenbank (Bulgaria) EAD

Address: Str. Gogol No 18-20
Sofia 1504
Tel.: (+359 2) 91 985 101
Fax: (+359 2) 943 45 28
www.raiffeisen.bg

Societe Generale Expressbank

Address: Bul. Vladislav Varnenchik № 92
Varna 9000
Tel.: (+359 52) 686 100; (+359 2) 937 0476
Fax: (+359 52) 601 681; (+359 2) 981 7917
www.sgeb.bg

PJS Allianz Bank Bulgaria

Address: Blvd. Maria Lusia № 79
Sofia 1202
Phone: (+359 2) 9215 + B. ; 9215 404
Fax: (+359 2) 981 9307
http://bank.allianz.bg

PJS Piraeus Bank Bulgaria

Address: Blvd. Carigradko Shose no.115 apt. E
Sofia 1784
Phone: (+359 2) 8004 182; 0700 12 002
Fax: (+359 2) 8004 362
www.piraeusbank.bg

TBI Bank

Address St. Dimitar Hadjicovce № 52-54
: Sofia 1421
Phone: (+359 2) 970 24 10; 8163 900
fax: (+359 2) 970 24 42
www.tbibank.bg

PJS First Investment Bank

Address Blvd. Dragan Cancov № 37
: Sofia 1797
Phone: (+359 2) 91 001
Fax: (+359 2) 980 5033
www.fibank.bg

PJS SIBANK

Address Blvd. Car Boris III № 1
: Sofia 1612
Phone: (+359 2) 9399 111; 9399 240
Fax: (+359 2) 981 25 26
www.cibank.bg

PSJ Trade Bank Viktoria

Address Blvd. Princes Maria Lusia № 2, fl. 5
: Sofia 1000
Phone: (+359 2) 895 1204; 9171 717
Fax: (+ 359 2) 895 1212; 9171 156
www.tbvictoria.bg



PJS Bulgarian-American Kredit Bank

Address St. Slavianska № 2
: Sofia 1000
Phone: (+359 2) 9658 358; 9658 345
Fax: (+359 2) 944 5010
www.bacb.bg

PJS Trade Bank D

Address Blvd. General Totleben № 8
: Sofia 1606
Phone: (+359 2) 935 7171; 464 1171
Fax: (+359 2) 989 4848
www.dbank.bg

PJS Invest bank

Address Blvd. Bulgaria № 85
: Sofia 1404
Phone: (+359 2) 818 6123; 818 6124
Fax: (+359 2) 854 8199
www.ibank.bg

PJS Municipality Bank

Address St. Vrabcha № 6
: Sofia 1000
Phone: (+359 2) 9300 111
Fax: (+359 2) 981 51 47
www.municipalbank.bg

PJS International Asset Bank

Address Blvd. Todor Aleksandrov № 81-83
: Sofia 1303
Phone: (+359 2) 8120 234; 9204 303
Fax: (+359 2) 9204 201
www.iabank.bg

PJS Tokuda Bank

Address St. Gorge Washington № 21
: Sofia 1000
Phone: (+359 2) 403 7900; 939 2101
Fax: (+359 2) 403 7999; 981 5378
www.tcebank.com

PJS Procredit Bank(Bulgaria)

Address Blvd. Todor Aleksandrov № 26
: Sofia 1303
Phone: (+359 2) 8135 100; 8135 808
Fax: (+359 2) 8135 109
www.procreditbank.bg

PJS Corporative Trade Bank

Address St. Graf Ignatiev № 10
: Sofia 1000
Phone: (+359 2) 980 9362; 93 75 601
Fax: (+359 2) 980 89 48
www.corpbank.bg

PJS Central Cooperative Bank

Address St. G. S. Rakovski № 103
: Sofia 1000
Phone: (+359 2) 926 62 66
Fax: (+359 2) 980 4386
www.ccbank.bg

PJS Bulgaria bank for development

Address St. Stefan Karadja № 10
: Sofia 1000
Phone: (+359 2) 9 306 333
Fax: (+359 2) 9 306 321
www.bdbank.bg

PJS Teksim Bank

Address Blvd. Todor Aleksandrov № 141
: Sofia 1309
Phone: (+359 2) 903 5501/ 5505
Fax: (+359 2) 931 1207
www.teximbank.bg



Subsidiaries of foreign banks in Bulgaria

ING Bank H.B. – Subsidiary Sofia

Address Blvd. Bulgaria № 49Б, en. А, fl.7
: Sofia 1404
Phone: (+359 2) 917 6400
Fax: (+359 2) 917 6578/6579
www.ing.bg

BNP Pariba C.A. – Subsidiary Sofia

Address Blvd. Car Osvoboditel № 2
: Sofia 1000
Phone: (+359 2) 9218 640/650
Fax: (+359 2) 9218 678
www.bnpparibas.bg

Alfa Bank- Subsidiary Bulgaria

Address Blvd. Carigradsko Shose № 99
: Sofia 1113
Phone: (+359 2) 810 3500; 810 35 95
Fax: (+359 2) 810 3454
www.alphabank.bg

PJS City Bank Europe- Subsidiary Bulgaria

Address Blvd. Sitnikovo № 48, Serdica office, fl. 10
: Sofia 1505
Phone: (+359 2) 9175 100; 9175 101
Fax: (+359 2) 981 9914; 981 9588
www.citibank.com/bulgaria

TG Ziraat Bank – Subsidiary Sofia

Address St. Car Samoil № 87
: Sofia 1301
Phone: (+359 2) 980 0087
Fax: (+359 2) 980 2113
www.ziraatbank.bg

IS Bank – Subsidiary Sofia

Address St. Positano № 2, Business Center Perform
: Sofia 1000
Phone: (+359 2) 402 2000; 402 2001
Fax: (+359 2) 402 2015
www.isbank.bg

5 Network of institutions for support

There are more institutions that support the beginners in the business on national, regional and local level.

5.1 AGENCIES FOR SUPPORTING SMEs AND ENTREPRENEURSHIP

- △ **Agency for promoting entrepreneurship in R. Macedonia** ,
St. Dimitar Vlahov № 4, 1000 Skopje, Phone 02 3120 132 , www.apprm.gov.mk

- Construction of a favorable economic environment and legislation
- Creation and development of institutional infrastructure for supporting and development of entrepreneurship and competitiveness in small businesses
- Implementation and coordination of national and international support for micro, small and medium businesses
- Promoting of entrepreneurship through financial and non-financial forms of support
- Implementation of the measures and actions to support entrepreneurship and creating competitiveness in the small business of the Republic of Macedonia.



- ⊖ **Northeast planing Region - Kumanovo**
Str. Ilindenska bb, 1300 Kumanovo, tel.031 424 878, www.northeastregion.gov.mk ,
- ⊖ **Mladen Protic**
Head of Centre
Mob: 071/321-177
Email: mladen@northeastregion.gov.mk
- Atina Murgasanska**
Assistant Head of Office
Mob: 071/321-170
Email: atina@northeastregion.gov.mk

- ⊖ **Regional Foundation to support SMEs - Kumanovo**
str. Ilinden bb
1300 Kumanovo,, www.apprm.gov.mk
Director Dimitar Tashevski
tel / fax (031) 416 102 and 437 050
Mobile: 078 300 605
E-mail: razvojuku@t-home.mk

5.2 MUNICIPAL OFFICES OF LOCAL ECONOMIC DEVELOPMENT

- Kriva Palanka municipality of Kriva Palanka
str.Sv.Joakim Osogovski 175
www.krivapalanka.gov.mk,
Head of Public Affairs, Economic Development and Information Technology
Dusko Arsovski
dusko@krivapalanka.gov.mk, tel.031 372 130

- Kratovo Municipality Kratovo
Marshal Tito Square bb, 1360 Kratovo, tel.031 481,202, www.opstinakratovo.gov.mk,
Head of Unit-Radmila Stojkova Kitanov
E-mail address: radmila_kitanova@opstinakratovo.gov.mk; radmila_stojkova@yahoo.com

- Rankovce Municipality Rankovce
tel.031 380 444, www.rankovce.gov.mk

- Kumanovo Kumanovo Municipality

October 11 bb, 1300 Kumanovo
Tel - (031) 475-800 / (031) 438-633
Fax - +1 234 564 7894, www.kumanovo.gov.mk
Head of the sectoral Zoran Pavlovski, E-mail: zoran.pavlovski@kumanovo.gov.mk

- Staro Nagoricane Municipality Old Nagoricane
Tel - +389 (0) 31, 495-333, 071-260107
www.stn.gov.mk/
Head of Unit-Lila Lazarevska -e-mail: lila.lazarevska@stn.gov.mk



 Lipkovo Lipkovo
Tel - +389 31463-180
Fax - +389 463 179, www.opstinalipkovo.gov.mk

5.3 CONSULTANTS

- **Management Consulting Association MCA 2000**,
bul.Mito Hadzivasilev Jasmin No.48, Block 5, Skopje
02/3216 903 , <http://www.mca-2000.org/>
President Dr. Risto Ivanov, mob. 077 889 242

- **Association RCC Spectar**
Str. Nikola Tesla 57 Kriva Palanka,
Tel. +389 78 323 379/
<http://cbbusiness.eu>
<http://www.cbcwine.eu>
<https://www.facebook.com/pages/Association-RCC-Spectar/247992035354515>

- **Evolving**
Londonska street, 19 , local 5, TC Olimpiko
1000 Skopje
Тел. 389 2 30 60 850
www.evolving.mk

- **SDC**
Partizanski Odredi street, 43 A 1/1/11
1000 Skopje
Тел. +389 (0)2 3119 107
<http://www.sdc.com.mk/>

- **CESOR –Centre for Economic and Social Development**
Partizanski Odredi street, 18
1000 Skopje
Тел. +389 70 555 354 contact@cesor.eu <http://www.cesor.eu/>



- **Kovach Group**

Lazar Andonov street, 2/2

2300 Kochani

info@kovachgroup.com

<http://www.kovachgroup.com/Home/>

BULGARIA

Institutions for helping small and medium business - The Bulgarian Small and Medium enterprises promotion agency – BSMEPA <http://www.sme.government.bg/>

- Consultants for corporate management for small and medium

Alpha Quality Bulgaria Ltd.

Address: Sofia, Municipality "Lozenets"

Bull. "Nikola Vaptsarov" 27 et .1

Tel .: +3592) 8624903

Fax: +3592) 8687531

<http://alphaquality.org/about/bp.html>

BMP Ltd.

Address: Sofia Bull. Evlogi Georgiev 1

Tel .: (+359) 889 332 223; (+3592) 9894810

Fax: (+3592) 9802693

<http://bmp-bg.com/>

Smart Consulting Group Ltd.

Address: Sofia, ul. "Father Paisius" 44

Tel .: (+3592) 4714309

Fax: (+3592) 4714309

<http://www.sconsulting.biz/>

Chiron Management Consulting

Address: Tulcea 46 et. 6 Sofia1404

Tel .: (+3592) 422 42 40

Fax: (+3592) 489 00 96

<http://www.hiron-mc.com/>



Annexes

- 1) Entrepreneurship in the EU
- 2) Business and Financial Plan

